



Los Angeles County
Board of Supervisors

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Chief Deputy Director

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www.dhs.lacounty.gov

To ensure access to high-quality, patient-centered, cost-effective health care to Los Angeles County residents through direct services at DHS facilities and through collaboration with community and university partners.



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February 18, 2010

TO: Each Supervisor

FROM: Mitchell H. Katz, M.D.
Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS, HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED TO THE TRANSITION TO THE NEW LAC+USC MEDICAL CENTER – PROGRESS REPORT #50 (Agenda Item #S-2, February 22, 2011)**

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the month of January 2011.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of January was 593 out of 671 licensed beds, an estimated 86% utilization rate (88% occupancy). The census for Medical/Surgical units was an estimated 98% utilization rate (100% occupancy) for January 2011.

Emergency Department (ED) Indicators

Attachment #1 demonstrates increases in key indicators such as the ED Boarding Time, ED Wait Time, Left Without Being Seen, Average Length of Stay (ALOS) and the Crowding Level Comparison. Some of the factors contributing to this trend include: increase in the volume of lower level of care patients waiting for placement, seasonal increase in volume of pediatric patients and ED visits due to flu.

A multidisciplinary team composed of social work, utilization review, nursing, medical staff, risk management and administration are working collaboratively to move patients to lower levels of care where appropriate to improve acute care bed capacity.

If you have any questions or need additional information please contact me or Pete Delgado, LAC+USC Chief Executive Officer at (323) 409-2800.

PD:sh

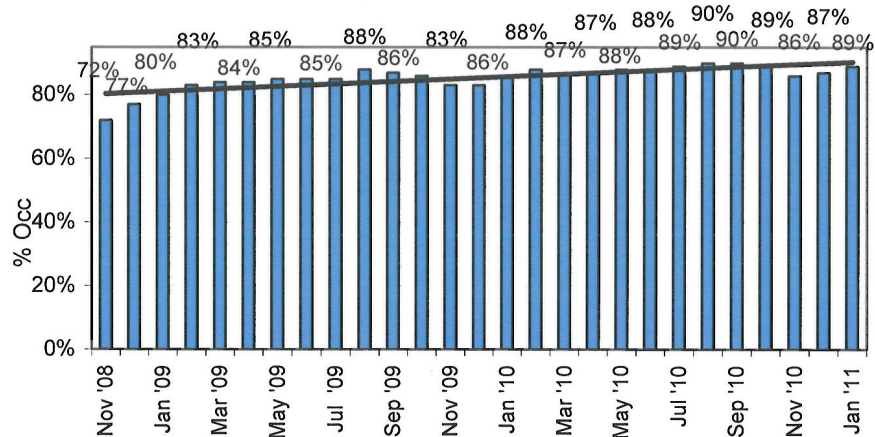
Attachments

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – Jan 2011

Indicator	Definition	Data	Comments																																																																										
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																																																													
1a. Average Daily Census (ADC)	<p>ADC: A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p>Calculation: Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p>Source of Data: Affinity</p>	<div><p>ADC</p><table><thead><tr><th>Month</th><th>ADC</th></tr></thead><tbody><tr><td>Oct '06</td><td>637</td></tr><tr><td>Nov '06</td><td>598</td></tr><tr><td>Dec '06</td><td>623</td></tr><tr><td>Jan '07</td><td>612</td></tr><tr><td>Feb '07</td><td>605</td></tr><tr><td>Mar '07</td><td>625.5</td></tr><tr><td>Apr '07</td><td>623</td></tr><tr><td>May '07</td><td>590</td></tr><tr><td>Jun '07</td><td>609</td></tr><tr><td>Jul '07</td><td>605</td></tr><tr><td>Aug '07</td><td>583</td></tr><tr><td>Sep '07</td><td>611</td></tr><tr><td>Oct '07</td><td>578</td></tr><tr><td>Nov '07</td><td>596</td></tr><tr><td>Dec '07</td><td>491</td></tr><tr><td>Jan '08</td><td>551</td></tr><tr><td>Feb '08</td><td>563</td></tr><tr><td>Mar '08</td><td>577</td></tr><tr><td>Apr '08</td><td>572</td></tr><tr><td>May '08</td><td>573</td></tr><tr><td>Jun '08</td><td>589</td></tr><tr><td>Jul '08</td><td>581</td></tr><tr><td>Aug '08</td><td>567</td></tr><tr><td>Sep '08</td><td>559</td></tr><tr><td>Oct '08</td><td>578</td></tr><tr><td>Nov '08</td><td>592</td></tr><tr><td>Dec '08</td><td>586</td></tr><tr><td>Jan '09</td><td>595</td></tr><tr><td>Feb '09</td><td>592</td></tr><tr><td>Mar '09</td><td>596</td></tr><tr><td>Apr '09</td><td>604</td></tr><tr><td>May '09</td><td>598</td></tr><tr><td>Jun '09</td><td>596</td></tr><tr><td>Jul '09</td><td>581</td></tr><tr><td>Aug '09</td><td>581</td></tr><tr><td>Sep '09</td><td>593</td></tr></tbody></table></div> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p> <td>ADC provided as background information.</td>	Month	ADC	Oct '06	637	Nov '06	598	Dec '06	623	Jan '07	612	Feb '07	605	Mar '07	625.5	Apr '07	623	May '07	590	Jun '07	609	Jul '07	605	Aug '07	583	Sep '07	611	Oct '07	578	Nov '07	596	Dec '07	491	Jan '08	551	Feb '08	563	Mar '08	577	Apr '08	572	May '08	573	Jun '08	589	Jul '08	581	Aug '08	567	Sep '08	559	Oct '08	578	Nov '08	592	Dec '08	586	Jan '09	595	Feb '09	592	Mar '09	596	Apr '09	604	May '09	598	Jun '09	596	Jul '09	581	Aug '09	581	Sep '09	593	ADC provided as background information.
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1b. Occupancy Rate LAC+USC Medical Center	<p>Definition: A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p>Calculation: The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p>Source of Data: Affinity</p> <p>Target: 95%</p>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = Med Center Census – Newborns / 600</p>  <table><caption>Medical Center Licensed Occupancy Rate (excluding Newborns)</caption><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>72%</td></tr><tr><td>Dec '08</td><td>77%</td></tr><tr><td>Jan '09</td><td>80%</td></tr><tr><td>Feb '09</td><td>83%</td></tr><tr><td>Mar '09</td><td>84%</td></tr><tr><td>Apr '09</td><td>85%</td></tr><tr><td>May '09</td><td>85%</td></tr><tr><td>Jun '09</td><td>85%</td></tr><tr><td>Jul '09</td><td>88%</td></tr><tr><td>Aug '09</td><td>86%</td></tr><tr><td>Sep '09</td><td>83%</td></tr><tr><td>Oct '09</td><td>86%</td></tr><tr><td>Nov '09</td><td>88%</td></tr><tr><td>Dec '09</td><td>87%</td></tr><tr><td>Jan '10</td><td>88%</td></tr><tr><td>Feb '10</td><td>87%</td></tr><tr><td>Mar '10</td><td>88%</td></tr><tr><td>Apr '10</td><td>88%</td></tr><tr><td>May '10</td><td>89%</td></tr><tr><td>Jun '10</td><td>90%</td></tr><tr><td>Jul '10</td><td>89%</td></tr><tr><td>Aug '10</td><td>90%</td></tr><tr><td>Sep '10</td><td>89%</td></tr><tr><td>Oct '10</td><td>86%</td></tr><tr><td>Nov '10</td><td>89%</td></tr><tr><td>Dec '10</td><td>87%</td></tr><tr><td>Jan '11</td><td>87%</td></tr></tbody></table>	Month	% Occ	Nov '08	72%	Dec '08	77%	Jan '09	80%	Feb '09	83%	Mar '09	84%	Apr '09	85%	May '09	85%	Jun '09	85%	Jul '09	88%	Aug '09	86%	Sep '09	83%	Oct '09	86%	Nov '09	88%	Dec '09	87%	Jan '10	88%	Feb '10	87%	Mar '10	88%	Apr '10	88%	May '10	89%	Jun '10	90%	Jul '10	89%	Aug '10	90%	Sep '10	89%	Oct '10	86%	Nov '10	89%	Dec '10	87%	Jan '11	87%	<p>For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.</p>
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Indicator #2 - Emergency Department Metrics			
2a. Median Emergency Department Boarding Time (EDBT) *Harris Rodde Indicator	<p>Boarding Time: Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).</p> <p>Calculation: The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.</p> <p>Source of Data: Affinity</p> <p>Target: Less than 7 hours.</p>	<p style="text-align: center;">Median EDBT</p> <p>Jan '11 data is Preliminary data</p>	

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2b. ED Wait Time	<p>ED Wait Time: Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p>Definition: Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">Average ED Wait Time</p> <p> Adult Wait Time : *Excludes Psych, Pediatric, Observation Unit, and Jail patients Total ED Wait time: *Excludes Psych, Observation Unit, and Jail Jan '11 data is Preliminary data </p>	

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Indicator	Definition	Data	Comments
Indicator #2 - Emergency Department Metrics			
2c. Left Without Being Seen (LWBS) *Harris Rodde Indicator	<p>LWBS: The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p>Calculation: The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">Left Without Being Seen</p> <p>Jan '11 data is Preliminary data</p>	

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Indicator	Definition	Data	Comments																																																																																																						
Indicator #2 - Emergency Department Metrics																																																																																																									
2d. ED Diversion	<p>ED Diversion: A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p>Calculation: The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p>Source of Data: ReddiNet</p>	<p>Diversion of ALS Units due to ED Saturation</p> <table><thead><tr><th>Month</th><th>% on Diversion</th></tr></thead><tbody><tr><td>Oct '06</td><td>49</td></tr><tr><td>Nov '06</td><td>42</td></tr><tr><td>Dec '06</td><td>31</td></tr><tr><td>Jan '07</td><td>38</td></tr><tr><td>Feb '07</td><td>45</td></tr><tr><td>Mar '07</td><td>42</td></tr><tr><td>Apr '07</td><td>38</td></tr><tr><td>May '07</td><td>31</td></tr><tr><td>Jun '07</td><td>32</td></tr><tr><td>Jul '07</td><td>34</td></tr><tr><td>Aug '07</td><td>28</td></tr><tr><td>Sep '07</td><td>36</td></tr><tr><td>Oct '07</td><td>22</td></tr><tr><td>Nov '07</td><td>21</td></tr><tr><td>Dec '07</td><td>25</td></tr><tr><td>Jan '08</td><td>52</td></tr><tr><td>Feb '08</td><td>51</td></tr><tr><td>Mar '08</td><td>51</td></tr><tr><td>Apr '08</td><td>30</td></tr><tr><td>May '08</td><td>23</td></tr><tr><td>Jun '08</td><td>25</td></tr><tr><td>Jul '08</td><td>42</td></tr><tr><td>Aug '08</td><td>50</td></tr><tr><td>Sep '08</td><td>51</td></tr><tr><td>Oct '08</td><td>50</td></tr><tr><td>Nov '08</td><td>40</td></tr><tr><td>Dec '08</td><td>58</td></tr><tr><td>Jan '09</td><td>52</td></tr><tr><td>Feb '09</td><td>55</td></tr><tr><td>Mar '09</td><td>58</td></tr><tr><td>Apr '09</td><td>35</td></tr><tr><td>May '09</td><td>35</td></tr><tr><td>Jun '09</td><td>63</td></tr><tr><td>Jul '09</td><td>52</td></tr><tr><td>Aug '09</td><td>51</td></tr><tr><td>Sep '09</td><td>59</td></tr><tr><td>Oct '09</td><td>41</td></tr><tr><td>Nov '09</td><td>32</td></tr><tr><td>Dec '09</td><td>43</td></tr><tr><td>Jan '10</td><td>60</td></tr><tr><td>Feb '10</td><td>55</td></tr><tr><td>Mar '10</td><td>61</td></tr><tr><td>Apr '10</td><td>59</td></tr><tr><td>May '10</td><td>59</td></tr><tr><td>Jun '10</td><td>69</td></tr><tr><td>Jul '10</td><td>75</td></tr><tr><td>Aug '10</td><td>81</td></tr><tr><td>Sep '10</td><td>72</td></tr><tr><td>Oct '10</td><td>53</td></tr><tr><td>Nov '10</td><td>62</td></tr></tbody></table>	Month	% on Diversion	Oct '06	49	Nov '06	42	Dec '06	31	Jan '07	38	Feb '07	45	Mar '07	42	Apr '07	38	May '07	31	Jun '07	32	Jul '07	34	Aug '07	28	Sep '07	36	Oct '07	22	Nov '07	21	Dec '07	25	Jan '08	52	Feb '08	51	Mar '08	51	Apr '08	30	May '08	23	Jun '08	25	Jul '08	42	Aug '08	50	Sep '08	51	Oct '08	50	Nov '08	40	Dec '08	58	Jan '09	52	Feb '09	55	Mar '09	58	Apr '09	35	May '09	35	Jun '09	63	Jul '09	52	Aug '09	51	Sep '09	59	Oct '09	41	Nov '09	32	Dec '09	43	Jan '10	60	Feb '10	55	Mar '10	61	Apr '10	59	May '10	59	Jun '10	69	Jul '10	75	Aug '10	81	Sep '10	72	Oct '10	53	Nov '10	62	<p>This is slightly lower than the before move diversion history which generally ranged between 50-60%.</p> <p>Key points:</p> <ul style="list-style-type: none">-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while “on diversion”.
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2e. Surge Report		<p style="text-align: center;">Crowding Level Comparison</p> <p style="text-align: center;">New Facility Surge Plan Suspended New Facility Surge Plan Operational</p> <p style="text-align: center;">% Distribution</p> <p style="text-align: center;">12/08 1/09 2/09 3/09 4/09 5/09 6/09 7/09 8/09 9/09 10/09 11/09 12/09 1/10 2/10 3/10 4/10 5/10 6/10 7/10 8/10 9/10 10/10 11/10 12/10 1/10</p> <div style="border: 1px solid black; padding: 5px; margin: 10px auto; width: fit-content;"> Dangerously OC Severely OC OverCrowded Extremely Busy Busy Not Busy </div>	

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Indicator	Definition	Data	Comments		
Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics					
3. & 4. Rancho Los Amigos Hospital (RLAH) Transfers	<p>Transfers: The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units.</p> <p>Data Source: Manual record keeping.</p> <p>Cancelled category includes patients whose condition changed leading to higher level of care or discharge home.</p>	<u>Month of Jan ‘11</u>			
		<u>Referrals from ER:</u>			
			Med/Surg	Acute Stroke	Total
		# Met transfer criteria	51	NA	-
		# Referred to RLAH	49	22	71
		# Transfers	49	22	71
		# Denied	0	NA	-
		# Cancelled	2*	NA	-
		# Patients refused*	0	NA	-
		<u>Referrals from Inpatients:</u>			
	Med/Surg	Acute Stroke	Total		
# Met transfer criteria	13	NA	-		
# Referred to RLAH	11	6	17		
# Transfers	4	6	10		
# Denied	7	NA	-		
# Cancelled	2*	NA	-		
# Patients refused*	0	NA	-		
Other /Pending		NA	-		

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Indicator	Definition	Data	Comments																																																																																																																																																																								
		<div><p>Rancho Med Surg Transfers Workload</p><table><thead><tr><th>Month</th><th>ER</th><th>Inpt</th></tr></thead><tbody><tr><td>Nov '08</td><td>8</td><td>27</td></tr><tr><td>Dec '08</td><td>10</td><td>28</td></tr><tr><td>Jan '09</td><td>29</td><td>29</td></tr><tr><td>Feb '09</td><td>26</td><td>26</td></tr><tr><td>Mar '09</td><td>32</td><td>24</td></tr><tr><td>Apr '09</td><td>27</td><td>27</td></tr><tr><td>May '09</td><td>34</td><td>28</td></tr><tr><td>Jun '09</td><td>27</td><td>27</td></tr><tr><td>Jul '09</td><td>59</td><td>14</td></tr><tr><td>Aug '09</td><td>24</td><td>24</td></tr><tr><td>Sep '09</td><td>49</td><td>26</td></tr><tr><td>Oct '09</td><td>52</td><td>25</td></tr><tr><td>Nov '09</td><td>39</td><td>25</td></tr><tr><td>Dec '09</td><td>50</td><td>20</td></tr><tr><td>Jan '10</td><td>48</td><td>18</td></tr><tr><td>Feb '10</td><td>52</td><td>20</td></tr><tr><td>Mar '10</td><td>33</td><td>24</td></tr><tr><td>Apr '10</td><td>36</td><td>24</td></tr><tr><td>May '10</td><td>49</td><td>16</td></tr><tr><td>Jun '10</td><td>41</td><td>21</td></tr><tr><td>Jul '10</td><td>47</td><td>20</td></tr><tr><td>Aug '10</td><td>49</td><td>21</td></tr><tr><td>Sep '10</td><td>48</td><td>23</td></tr><tr><td>Oct '10</td><td>37</td><td>21</td></tr><tr><td>Nov '10</td><td>35</td><td>16</td></tr><tr><td>Dec '10</td><td>45</td><td>5</td></tr><tr><td>Jan '11</td><td>49</td><td>4</td></tr></tbody></table></div> <div><p>Patients Transferred Out</p><table><thead><tr><th>Month</th><th>Other Hospitals</th><th>Rancho</th></tr></thead><tbody><tr><td>Nov '08</td><td>4</td><td>59</td></tr><tr><td>Dec '08</td><td>20</td><td>68</td></tr><tr><td>Jan '09</td><td>14</td><td>79</td></tr><tr><td>Feb '09</td><td>18</td><td>65</td></tr><tr><td>Mar '09</td><td>29</td><td>77</td></tr><tr><td>Apr '09</td><td>35</td><td>80</td></tr><tr><td>May '09</td><td>37</td><td>82</td></tr><tr><td>Jun '09</td><td>32</td><td>94</td></tr><tr><td>Jul '09</td><td>33</td><td>101</td></tr><tr><td>Aug '09</td><td>36</td><td>113</td></tr><tr><td>Sep '09</td><td>58</td><td>99</td></tr><tr><td>Oct '09</td><td>62</td><td>96</td></tr><tr><td>Nov '09</td><td>70</td><td>98</td></tr><tr><td>Dec '09</td><td>52</td><td>111</td></tr><tr><td>Jan '10</td><td>61</td><td>90</td></tr><tr><td>Feb '10</td><td>68</td><td>101</td></tr><tr><td>Mar '10</td><td>88</td><td>93</td></tr><tr><td>Apr '10</td><td>81</td><td>89</td></tr><tr><td>May '10</td><td>83</td><td>87</td></tr><tr><td>Jun '10</td><td>98</td><td>111</td></tr><tr><td>Jul '10</td><td>84</td><td>100</td></tr><tr><td>Aug '10</td><td>99</td><td>121</td></tr><tr><td>Sep '10</td><td>90</td><td>102</td></tr><tr><td>Oct '10</td><td>86</td><td>86</td></tr><tr><td>Nov '10</td><td>85</td><td>94</td></tr><tr><td>Dec '10</td><td>69</td><td>81</td></tr><tr><td>Jan '11</td><td>86</td><td>90</td></tr></tbody></table></div> <div>Data was revised to reflect total # of patients (including stroke patients) referred to Rancho</div>	Month	ER	Inpt	Nov '08	8	27	Dec '08	10	28	Jan '09	29	29	Feb '09	26	26	Mar '09	32	24	Apr '09	27	27	May '09	34	28	Jun '09	27	27	Jul '09	59	14	Aug '09	24	24	Sep '09	49	26	Oct '09	52	25	Nov '09	39	25	Dec '09	50	20	Jan '10	48	18	Feb '10	52	20	Mar '10	33	24	Apr '10	36	24	May '10	49	16	Jun '10	41	21	Jul '10	47	20	Aug '10	49	21	Sep '10	48	23	Oct '10	37	21	Nov '10	35	16	Dec '10	45	5	Jan '11	49	4	Month	Other Hospitals	Rancho	Nov '08	4	59	Dec '08	20	68	Jan '09	14	79	Feb '09	18	65	Mar '09	29	77	Apr '09	35	80	May '09	37	82	Jun '09	32	94	Jul '09	33	101	Aug '09	36	113	Sep '09	58	99	Oct '09	62	96	Nov '09	70	98	Dec '09	52	111	Jan '10	61	90	Feb '10	68	101	Mar '10	88	93	Apr '10	81	89	May '10	83	87	Jun '10	98	111	Jul '10	84	100	Aug '10	99	121	Sep '10	90	102	Oct '10	86	86	Nov '10	85	94	Dec '10	69	81	Jan '11	86	90	
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Indicator	Definition	Data	Comments
Indicator #5 – Harris Rodde Indicators			
5. Average Length of Stay (ALOS) 			

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Indicator	Definition	Data					Comments
Indicator #6 – Pediatric Metrics							
6. Pediatric Bed Census and Occupancy (%) Pediatric ICU (PICU) Neonatal ICU (NICU) Pediatric Unit Adolescent Unit	Census: The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward. Occupancy: The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage.	Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)	
		Nov-08	56%	54%	50%	33%	
		Dec-08	52%	60%	60%	40%	
		Jan-09	52%	68%	70%	75%	
		Feb-09	50%	80%	80%	85%	
		Mar-09	57%	72%	70%	80%	
		Apr-09	57%	60%	60%	75%	
		Jun-09	60%	64%	60%	75%	
		Jul-09	57%	72%	60%	80%	
		Aug-09	55%	64%	60%	80%	
		Sep-09	55%	68%	70%	80%	
		Oct-09	45%	60%	60%	80%	
	Nov-09	35%	64%	70%	70%		
	Dec-09	40%	64%	70%	65%		
	Jan -10	60%	68%	70%	70%		
	Feb -10	65%	84%	80%	80%		
	Mar -10	65%	68%	60%	75%		
	Apr-10	60%	64%	60%	80%		
	May -10	67.5%	68%	80%	80%		
	Jun -10	65%	64%	70%	80%		
Jul -10	60%	68%	80%	85%			
Aug -10	62%	68%	60%	85%			
Sep -10	72.5%	60%	60%	80%			
Oct -10	60%	60%	60%	75%			
Nov-10	67.5%	48%	50%	70%			
Dec -10	62%	60%	50%	65%			
Jan -11	55%	60%	70%	70%			
	Source of Data: Affinity						